

# TeamSTEPPS in Iowa CAHs: Importance of Preparedness



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CAH QI Coordinator Meeting  
April 9, 2014

Support for this work was provided by the Agency for Healthcare  
Research and Quality through grant R18 HS018396


## Objectives

- Understand the primary concepts of TeamSTEPPS as a quality improvement approach designed to enhance healthcare team performance for patient safety
- Describe the lessons learned from critical access hospitals that have implemented TeamSTEPPS
- Identify how deliberate preparedness facilitates success in TeamSTEPPS adoption in critical access hospitals

**TeamSTEPPS**  
Strategies and Tools to Enhance  
Performance and Patient Safety

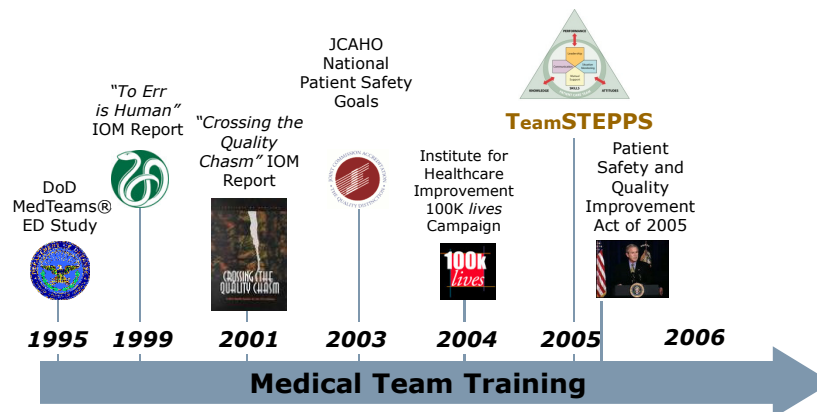
*"Initiative based on evidence derived from team performance...leveraging more than 25 years of research in military, aviation, nuclear power, business and industry...to acquire team competencies"*



## What is TeamSTEPPS?

- An evidence-based teamwork system
- Designed to improve:
  - Quality
  - Safety
  - Efficiency of health care
- Practical and adaptable
- Provides ready-to-use materials for training and ongoing teamwork

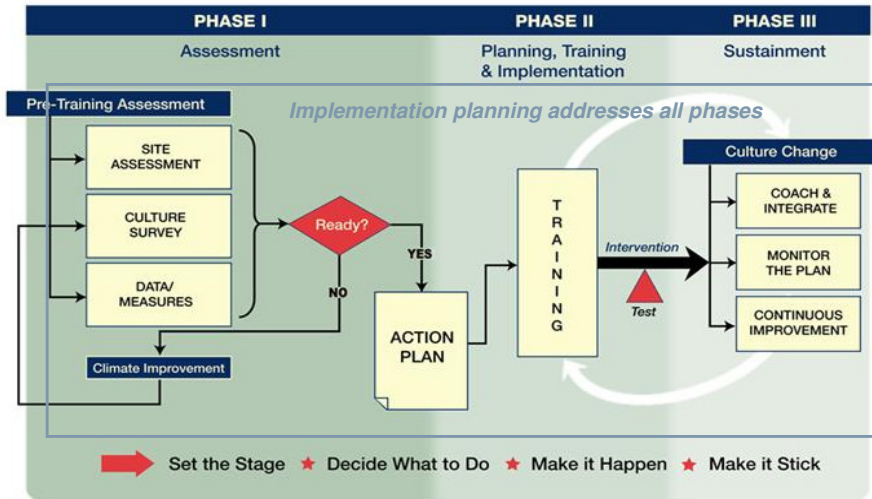
## TeamSTEPPS is quality improvement. How does TeamSTEPPS fit with other initiatives?



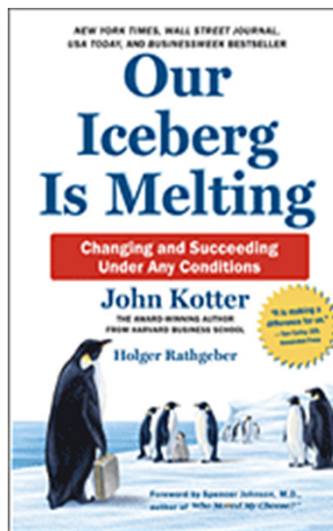
## Why Use TeamSTEPPS?

- Goal: Produce highly effective medical teams that **optimize** the use of **information, people** and **resources** to achieve the best clinical outcomes
- Teams of individuals who **communicate effectively** and **back each other up** dramatically reduce the consequences of human error
- **Team skills** are not innate; they must be trained

## Shift Towards a Culture of Safety



## TeamSTEPPS is Change Management



## John Kotter's 8-Step Process of Successful Change

- **SET THE STAGE**
  - 1. Create a Sense of Urgency
  - 2. Pull Together the Guiding Team
- **DECIDE WHAT TO DO**
  - 3. Develop the Change Vision and Strategy
- **MAKE IT HAPPEN**
  - 4. Communicate for Understanding and Buy-in
  - 5. Empower Others to Act
  - 6. Produce Short-Term Wins
  - 7. Don't Let Up
- **MAKE IT STICK**
  - 8. Create a New Culture



## TeamSTEPPS 3-Phase Process

### I. Assessment

- Clearly define the need

### II. Planning, Training, and Implementation

- Plan to sustain the effort
- Train individuals
- Implement and test the strategies

### III. Sustainment

- Integrate into daily practice
- Monitor and measure programs

# Guttenberg Municipal Hospital



A Journey with TeamSTEPPS

## UI Study of Iowa CAHs

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- Each year Telligen offers TeamSTEPPS Master Trainer Training to Iowa CAHs.
- Our team at the University of Iowa recruited hospitals who have taken the TeamSTEPPS training:
  1. **8 CAHs in 2011**
  2. **6 CAHs in 2012**
  3. **4 CAHs in 2013**
- We visit each CAH quarterly to hear their story.

## Preparation – Recommended 5 Steps

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- 5 steps can be taken during the preparation stage to help hospitals engage in organization-wide change in general and TeamSTEPPS implementation in particular:
  1. **assessing needs**
  2. **reflecting on the context**
  3. **setting goals**
  4. **developing understanding**
  5. **selecting change agents**

## Step 1 - Assessing Needs

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- Assessing needs involves answering the questions: what change is needed and why is the intervention necessary?
- To prepare for TeamSTEPPS, change leaders need to:
  - define the organization's strategic goals and priorities;
  - use data (e.g., performance, safety events, safety culture survey) to identify the needs for change or improvement in light of the goals and priorities;
  - assess the fit between TeamSTEPPS and the identified needs.

## Step 2 – Reflecting on the Context

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- Change leaders need to reflect on the organizational cultural context and assess how it will affect the planned implementation.
- Leaders also need to reflect on the relationships between TeamSTEPPS and other organizational initiatives.
- Based on these reflections, change leaders may strategize the implementation plan to improve the culture, avoid competing priorities, or create a synergetic plan for complementary initiatives; and in doing so set a more favorable context for the implementation.

## Step 3 – Setting Goals

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- Specific and challenging goals motivate behaviors and direct attention and effort toward goal-relevant actions.
- For TeamSTEPPS, setting specific goals:
  - helps leaders to define the scope of the implementation,
  - engage and motivate staff in the change process,
  - direct effort toward implementation-related actions,
  - minimize the interruption of unrelated actions,
  - facilitate the measurement and celebration of early results, which is an important change management principle embraced by TeamSTEPPS.



## Step 4 – Developing Understanding

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- During the preparation stage, change leaders need to develop a shared understanding of the planned intervention and its objective and pathway by amply communicating such information with change recipients.
- Developing understanding reduces resistance and cynicism toward the change resulting from lack of understanding, confusion, and previous failure in change programs.
- Further, a shared understanding may facilitate the engagement of change leaders and recipients in the strategizing steps.

## Step 5 – Selecting Change Agents

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- For TeamSTEPPS, the change agents will form the change team responsible for creating and spreading the change throughout the organization.
- During the preparation stage, this aspect entails assessing the alignment between change agents' personal goals and those of the planned intervention and change agents' emotional intelligence and resilience.
- Leaders need to continually foster positive emotions by creating perceptions of support, trust, and efficacy.

## Strategic Preparedness

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- Strategic preparedness depends less on resources and infrastructures.
- Strategic preparedness **focuses on what organizations and its members *can do*.**
- Strategic preparedness requires a high level of mindfulness of organization members when they initiate and lead the change and deliberation on these aspects would facilitate realizing intended outcomes within existing conditions.

## Preparedness Style

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- **Generic Preparedness Approach** is where hospitals use TeamSTEPPS for general QI purposes without exercising deliberation in assessing the facilities' needs and context, setting goals, or selecting change agents.
- **Deliberate Preparedness Strategy** is where the executive sponsors' and/or change teams' show careful deliberation on the five recommended preparation steps, and their attempt to explicitly link TeamSTEPPS to a specific area of improvement.

## Generic Preparedness Approach

- Examples of TeamSTEPPS Hospitals showing a **Generic Preparedness Approach:**
  - “We got an email about the TeamSTEPPS training opportunity. With it being free, we thought that this was our chance.”
  - “We thought our job was to throw everything out there and say ‘here’s the entire program.’ ”
  - “There were so many different ways we could start. We were not sure what the best way was.”
  - “I don’t think we knew who we should pick when we were not really sure what all this was about.”

## Deliberate Preparedness Strategy

- Examples of TeamSTEPPS Hospitals showing a **Deliberate Preparedness Strategy:**
  - “When we got our HSOPS response back, we looked at those. Communication was one of our biggest issues. Our staff felt that safety incidents always came down to communication problems. It was a big issue, so we thought TeamSTEPPS would be a perfect thing.”
  - “With a little more knowledge and experience under our belts, we knew what was needed.”
  - “Our staff came together and developed a step-by-step plan for changing the way we do hand-offs.”
  - “It really has to come from the frontline and they have to be the ones to implement it, make it work for them.”

## Lessons Learned about Preparedness

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- Our analysis indicated that high levels of strategic preparedness affected change experiences through three mechanisms:
  - keep the change team focused and engaged
  - help the change team foresee and appropriately manage implementation barriers
  - enhance the change team's perception of control and efficacy
- Hospitals that exhibited higher levels of strategic preparedness progressed:
  - More timely and effective training and safety tool implementation

## UI TeamSTEPPS Project Team

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- The University of Iowa TeamSTEPPS Project Team includes:
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  - **Jill Scott-Cawiezell, PhD, RN**
  - **Greg Stewart, PhD**
  - **Tom Vaughn, PhD**
  - **Xi Zhu, PhD**
  - **Jure Baloh**
  - **Michelle Martin**
- Support for this work is provided by the Agency for Healthcare Research and Quality through grant R18 HS018396